

~~SECRET~~

DD / S REGISTRATION

FILE

*Meetings 2*

DD/S 71-3499

8 SEP 1971

MEMORANDUM FOR: Executive Director-Comptroller

Colonel White:

25X1 In a series of informal meetings we had last winter and spring with members of the Support Career Service there developed a unanimous view that periodic conferences of Support careerists away from Headquarters would be most desirable. We set up a small group to see if a suitable program could in fact be sketched and based on its favorable report which included agenda suggestions we have planned such a conference [ ] beginning Sunday, 19 September and ending Tuesday, 21 September. The initial announcement and invitation document and suggested program are attached for your information - they drew a most encouraging response from the addressees.

25X1 Subject to adjustments which you might feel necessary, Bob Wattles and I are planning to divide time [ ] roughly as follows. Both would be present for the opening session and Bob would stay on for the balance of Sunday and all day Monday. I would return to this area immediately following the opening remarks. I would then go back [ ] for the last part of the evening session on Monday and would plan to spend all of Tuesday with the conferees.

The Tuesday plans for me can of course be adjusted, if required, to have me back for the luncheon and briefing with Navy Under Secretary Warner assuming that the luncheon plans hold and such is desired. Bob Wattles could, of course, attend the luncheon and handle the briefing.

(signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

Att

DD/S:JWC:llc (8 September 1971)

Distribution:

O - Addressee w/Att 1 - DD/S Chrono 1 - DD/S Subject 1 - FR

~~SECRET~~

*Mr. Coffey*  
~~Miriam -~~

[ ] phoned with this info. She asked that you hold open Mr. Coffey's calendar for Tuesday, 21 September 1971 for a 12:30 p.m. luncheon the Director is having for Under Secretary of the Navy John Warner. Also she asked that you hold the time period up to 3:30 available. There is to be a briefing after the luncheon that will last until 3:30, but she isn't sure yet whether all luncheon participants will be expected to sit through the briefing, too. *Done*

Ellen  
3 Sept 71

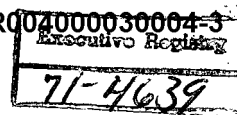
*FYI -  
THIS IS ON YOUR  
CALENDAR - THIS IS  
SUPPORT OFFICERS  
CONF AT [ ]*

*Write note to  
GC on  
reference  
RDP5,4*

RSW  
JWC Cg  
1 SEP 1971

LDP/ea  
14 SEP 1971

TRANSMITTAL SLIP		DATE	8 SEP 1971
TO: Executive Director-Comptroller			
ROOM NO.	BUILDING		
7-D-59	Headquarters		
REMARKS:			
FROM:		O-DD/S	STAT
ROOM NO.	BUILDING		
7-D-26	Headquarters		



DD/S 71-3499

8 SEP 1971

MEMORANDUM FOR: Executive Director-Comptroller

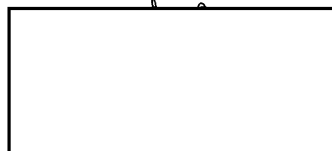
Colonel White:

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25X1



John W. Coney  
Deputy Director  
for Support

Att

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16 August 1971

MEMORANDUM FOR:

SUBJECT : Support Officers Conference - 1971

1. You are invited to attend the Support Officers Conference on 19-21 September 1971 [redacted] [redacted] Please complete the attached information form, indicating dates you plan to attend and your preference as to Panel assignment, and send your reply to the Career Management Officer, [redacted] Room 2E45, Headquarters Building, not later than 24 August 1971.

25X1

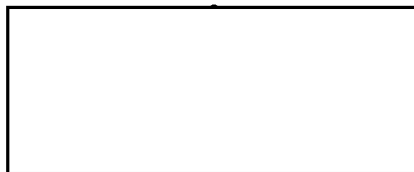
2. The central purpose of the Conference is to continue the dialogue begun during the very successful Monday afternoon sessions which most of you attended in my office earlier this year. To ensure that we achieve a useful exchange of ideas, we plan to use a Workshop/Panel format which will allow maximum participation of all conferees. The agenda has been based on your responses to our earlier request for an indication of what subjects would interest you. Assuming we receive the anticipated attendance response, we plan to have two workshops to discuss each major topic. This will ensure small panels (6-8 members) and afford each member more of an opportunity to participate. You will be notified in advance of the Conference about your Panel assignment so that you may properly prepare for a Panel discussion. We cannot promise that every conferee will be assigned to the workshop of his choice because it is important that there be a good mix of age, experience and current assignment, but as many requests as possible will be accommodated.

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3. Workshops will convene on Sunday evening and continue until Monday afternoon. Chairmen will be selected and briefed in advance to avoid waste motion and to provide common guidelines for the workshops, but not, I assure you, to inhibit in any way the free exchange of ideas which we seek. To make the most efficient use of the time available we will suggest that each workshop first hear brief reports prepared by individual members and then turn to the task of outlining a report on their major topic, drawing upon the preliminary work of the members as appropriate.

4. The success or failure of the Conference depends upon your participation. I urge you to attend and participate actively to make the Conference a success.



John W. Coffey  
Deputy Director  
for Support

Attachments

Agenda Topics  
Conference Schedule  
Information Form

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Panel 1 - Planning for the Future of the Support Directorate

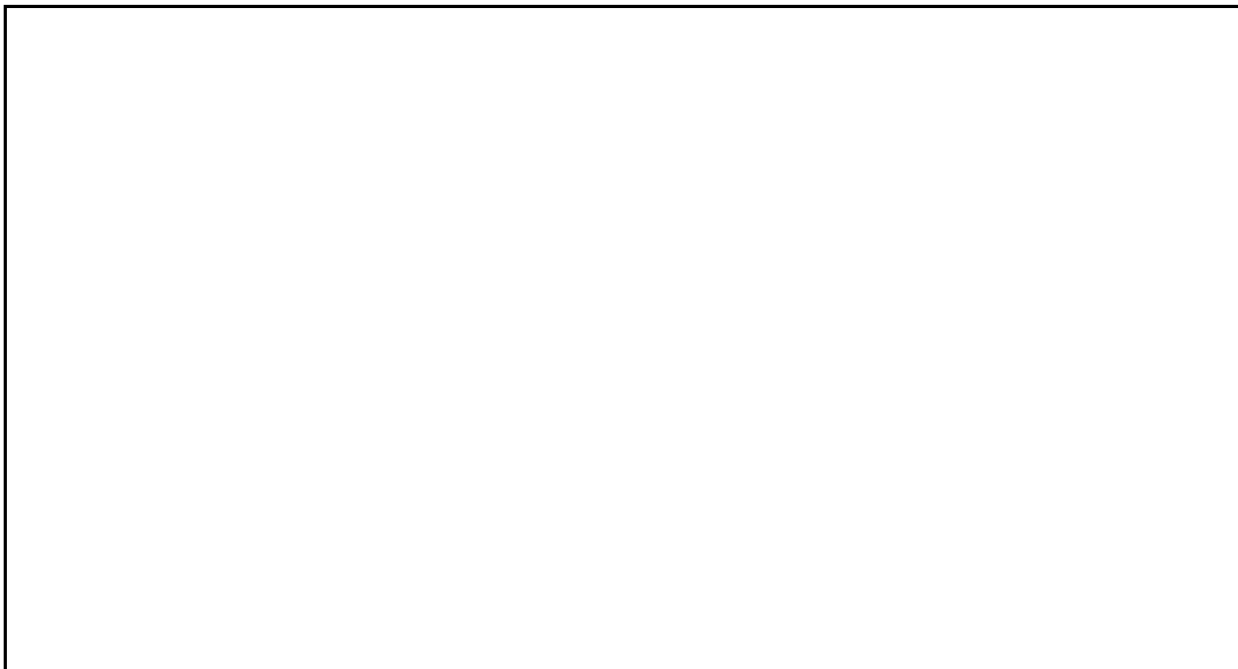
Subtopics:

1. What should be the role of the Support Directorate?  
Alternative goals and objectives?
2. What policy adjustments and practices are required to raise the level of innovation and change in the Support Directorate?
3. What is the scope of legitimate dissent and how can dissent be made functional to the Support Directorate?
4. What will be the impact of technology on the Support Directorate's management and administrative systems?
5. Current management literature is replete with references to organization development [OD]. What is OD and does the Support Directorate need an OD program?

25X1

Panel 1A Members

Panel 1B Members



Panel 2 - The Support Career Service: A Critique of the Current  
System and Recommendations for its Improvement

Subtopics:

1. Is the "S" Career Service a valid concept for the challenges of the 70's?
2. What does the concept of "a competitive merit system" entail: does our current system meet the requirements?
3. What is the role of the career service panel and how does it function?
4. How adequate is the communication between the Career Management Officer [CMO] and all the members of the Career Service, e.g., on vacancies, personnel policies and general career service matters?
5. What are the criteria for advancement in the service and how are they communicated to its members?
6. The career patterns of today's Support Officer seem to suggest that there are two constituencies, i.e., the field and head-quarters officers. How can we better integrate their experiences and career goals?
7. What are the advantages and disadvantages of the current ranking policy?
8. Is lateral entry a real problem? If so, what should be done about it?

25X1

Panel 2A Members

Panel 2B Members

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Panel 3 - The Professionalization of the Support Officer

Subtopics:

1. How can we prepare the generalist support officer for the possibility of an inter-directorate exchange program?
2. What is the image of the Support Officer -- professional administrator or professional "housekeeper"?
3. What are and what should be the qualifications for entry into and selection out of the "S" Career Service?
4. What should be our professional training objectives in the next decade? Do the disciplines of public and business administration provide an adequate framework for the development of the Support professional? Are senior service schools relevant to the needs of our Career Service?
5. Should our performance evaluation system address itself to executive potential? How can we begin to assess a subjective concept like "potential"?

25X1

Panel 3A Members

Panel 3B Members



Panel 4 - Career Management: What is our Current System and What Should it be?

Subtopics:

1. The "needs of the Service" vs. the individual's aspirations; what degree of personal choice can the Career Service afford?
2. What adjustments to current policies are necessary in order for the Support Directorate to make effective use of young, professionally trained generalists equipped with new ideas and management techniques?
3. How can we overcome the deficiencies of our current assignment and job rotation policies?
4. How can we better reorient the returning field officer to the Headquarters operating environment?
5. Is our personal rank assignment policy being abused as a management tool?
6. What are the problems associated with the management of specialists who compete within the "S" Career Service?
7. Should the performance evaluation of the support generalist continue to be totally delegated to program officers not responsible to the head of the "S" Career Service?

25X1

Panel 4A Members

Panel 4B Members

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